

PROGRAMMER'S DIGEST

AUGUST 24, 1998

Volume 1, Issue 17

"PD" Down Under

Continuing Education For The Dedicated Radio Programmer

Our Special 16-Page

Koala **Double**

Edition

Aussie Notes & Anecdotes

"Everything You Ever Wanted To Know" about Australia —

but were afraid to ask (much less have answered).

It's a fascinating country — full of interesting and intriguing contrasts.

An island, yet a continent.

About the same geographic size as the U.S.

Far fewer people. But lots more 'roos.

Because it's in the Southern hemisphere, the seasons are "reversed" (Christmas Day kicks off Summer vacations! Santa arrives on a surfboard!)

Originally a colony of convicts — today's crime rates are far below levels in other developed countries. A traveler feels really safe everywhere in Australia (as do residents).

Former British Commonwealth country, now about to hold a Referendum (a national vote) to become a fully sovereign republic.



(Continued — See **Down Under** on page 2)

Inside "PD" Issue # 17

- Page 2 "PD" Down Under: Australia, The Media Market
- Page 3 "PD" Down Under: Aussie Radio
- Page 4 Radio 2000 & Beyond: Seminar Highlights
- Page 5 Oz Snap! The Movers & Shakers Who've Shaped Radio
- Page 6 Cut-Through Campaigns, Contests, and Concepts
- Page 7 Radio 2000 & Beyond: Todd Wallace Speech (Part 1)
- Page 13 WWWebWWWWise: House From Hell; Martin Malloy
- Page 15 John Singleton: On Making Ads That Sell
- Page 15 A Different Kind Of Diary (The Nielsen/McNair Diary)
- Page 16 Food For Thought: One Great City After Another



Programmer's Digest Publisher/Editor **Todd Wallace** is a 30-year programming veteran — as a #1 jock, PD, GM, and station owner. Over the past 24 years, he has provided programming consultation services to over 100 radio stations. Internationally recognized as the "founding father" of the "callout" research concept, over 200 stations have used his systems of "in-house" music, tracking, and perceptual research.

"PD" Under Down

(continued from page 1)

A democracy – with a *mandatory* vote (elections are held on Saturdays and everyone of legal age *must* vote).

Their Prime Minister ("the PM") is the equivalent of the U.S. President. Their Premier is on the same level of influence in each state as a U.S. Governor. And Members Of Parliament ("MPs") the same as American Congressmen/women. Lord Mayors rule each city.

One notable (and interesting) difference in the Oz electoral process: federal elections are not regularly "scheduled" in the same manner as American elections. The ruling PM can "call" an election at any time within 3 years of his/her election or reelection; with no term limitations. So, when things are on a roll, the PM calls an election to prolong his/her tenure (or if not, puts it off to the last possible moment).

Inhabited by just 19 million people – they mostly reside in metropolitan markets (urbanization level is 86%). Thus, most of those metros are quite large. Sydney is 3.5 million, Melbourne 3.1, with true "big city" hustle and bustle. Perth, Adelaide, and Brisbane are a little over a million each. Canberra, Newcastle, Wollongong, Hobart, Darwin, and the Gold Coast range between 200,000 and 500,000. Plus dozens more cities in the 50,000-100,000 range. And hundreds of smaller cities comprising the famous "outback".

Ethnically diverse, but at not nearly the high percentage levels normally associated with American ethnicity. Aboriginal Australians represent 1% of the population, Asians about 4%. Melbourne boasts the largest Greek population outside of Athens, but collectively they comprise less than 1% of total Australian population. There is no Black or Hispanic constituency to speak of.

Come On Down!

In several recent travel magazine surveys, Australia is the #1 most-desired tourist destination. And you can bet the 2000 Olympic Summer Games (which will actually be staged in Sydney during their Spring, in September of that year) will only add to travelers yearning to experience the carefree Aussie lifestyle. "Sydney 2000", by the way, has been the catalyst for numerous civic improvements throughout the state of New South Wales, adding to the natural charm of what many consider the world's most beautiful harborway and finest surf beaches.

Australia, The Media Market

Media-wise, the advertising dollar is sliced very similarly to the U.S. pie. Print, TV, outdoor, transit, magazines, and direct-mail are at about the same levels they represent in the States, with Radio near 8%. Oz Media buys are more youth

driven – the most sought-after ad demos are 25-39 Female, 25-39 Adults, and the Under-40 combo.

**"There is a better way,
and we will find it."**

— Positioning slogan seen on the website of Australian consulting firm **ESP Media** (www.espmmedia.com)

TV. Television is remarkably similar to the American model –

- With a "big three" (the Seven Network, Kerry Packer's Nine Network, and Ten, each of whom have reciprocal arrangements with American and British networks to get same-day feeds of time-sensitive shows and same-week feeds of episodic programs). Leno and Letterman, for example, both air "today" in Oz, as does David Frost.
- The (non-commercial) ABC (comparable to PBS, but without all the pledge beg-a-thons),
- And SBS (a multi-lingual service now headed by former ARN Managing Director **Nigel Milan**).
- Cable has not taken root in Oz to the extent it has in the States, although Murdoch's Sky Channel and FoxTel satellite networks are available via subscription.

The "new" TV season usually kicks off on Australia Day (January 26th), their "4th of July", after most Aussies have returned from "holiday". (Interesting aside – most workers get four weeks of vacation, annually! Not a bad gig!!!)

Print. Newspaper wars still abound in The Land Down Under. The largest markets have several papers, fighting it out with newspaper Bingo and tabloid headlines that rival Fleet Street's best (in Britain). Rupert Murdoch's News Corp also has a national print presence with *The Australian* (similar to USA Today, though arguably more upmarket).

The Aussie "FCC". The ruling body of Australian Radio is the ABA (the Australian Broadcasting Authority). They have authorized only 450 radio licenses nationwide, though dozens more will be on-the-air by the time Sydney hosts the 2000 Olympics.

Ratings. There is one industry-sanctioned ratings company, ACNielsen/McNair (the McNair heritage in Radio measurement extends back over 50 years). Ratings sweeps in the largest metro markets occur 8 times a year, for duration of 5 consecutive weeks. Ratings are taken across 6 traditional dayparts:

- ✓ Breakfast, often called "Brekky" (5:30-9am)
- ✓ Mornings (9am-Midday)
- ✓ Afternoons ("Avro") (Midday-4pm)
- ✓ Drive (4-7pm)
- ✓ Evening (7pm-Midnight)
- ✓ Weekends (5:30-Midn Sat-Sun)

(Continued — See **Down Under** on Page 3)

(Continued . . . from Page 2)

They offer a computerized slicer/dicer/number-cruncher (similar to Arbitron's Maxi\$er, called Radio Scope), enabling deeper examination of the ratings data. (See "PD" page 15 for a glimpse into a Nielsen/McNair Radio diary).

TV ratings are similar to the U. S. model, with "overnights" pinpointing both individual markets and a composite "5-city share" (covering Sydney, Melbourne, Brisbane, Adelaide, and Perth combined).

Demographics. Aussie population-distribution is very similar to the U.S. Driven by Baby Boomers, demographic projections are expected to experience a comparable "aging" of the total available audience. (See "PD" page 5 for ACNielsen projections of where the age-bulge is headed for the next 20 years.)

Radio. Even the most competitive markets like Sydney and Melbourne have just 9 or 10 key commercial players (plus 4 or 5 non-commercial services) competing for audience ratings, so it's normal to see share levels approaching 13-14% for the leading stations, 10+.*

* Total audience ratings in Australia are based on listeners 10 and older, as opposed to the U.S. standard of 12+.

Australia's #1 market, Sydney, serves as a good example of the limited fragmentation that exists in Australian Radio . . .

- ✓ Two commercial News/Talk stations (#1 leader 2UE and the Macquarie Network's 2GB) and a non-commercial PBS-like station run by The ABC, which is localized to each cap-cities market (2BL is the ABC "first network" station in Sydney).
- ✓ Male-skewed Rock which encompasses Classic Rock (Austereo's Triple M),
- ✓ Female-targeted CHR which includes Hot AC and Modern AC (Austereo's 2DAY-FM),
- ✓ Traditional mainstream CHR (ARN's 96.1, a limited-signal station which covers primarily Sydney's Western Suburbs),
- ✓ Gold-based AC which in large part incorporates the Oldies constituency (as featured on ARN's 2WS-FM). Oldies are available modally on AM (on 2SM Gold, which programs a much larger library-list than heard on WS-FM).
- ✓ Soft AC (as programmed on ARN's Mix 106 FM)

- ✓ Easy Listening (on Macquarie Network's 2CH)
- ✓ Talk/Sports/Racing on "2KY Racing Radio", which is formatted around live calls of horse-races and is partially subsidized by the racing/gambling industry's TAB (the Totalizator Administration Board)
- ✓ Non-commercial Alternative Rock (as programmed by the ABC's Triple J network)
- ✓ Non-commercial Classical (as programmed by ABC-FM)
- ✓ Non-commercial Parliamentary broadcasts (sort of a radio version of C-SPAN), also provided by the ABC
- ✓ Additionally, 5 or 6 low-power "community" stations super-serve smaller (usually ethnic) constituencies (but are not listed in the ratings).



✓ Country music is not generally a popular or universal radio format in Australia (although Garth Brooks sold-out every show around the country on a recent tour). In years past, the highest total-week share-level attained by a Country station was just 3% (currently there are no radio stations airing Country in Sydney).

In the medium-sized markets, like Hobart (on the island State of Tasmania), for example, or the national capital of Canberra, only 3 or 4 commercial stations chop the pie (plus the

ABC, which in many markets can command a large audience). The winner in a medium market usually takes the 10+ crown with a 25-share.

Less Frag Requires Deeper Programming

Many American programmers mistakenly interpret this limited fragmentation as a lack of programming sophistication. *They couldn't be more wrong!* In fact, in my experience, it's requires more sophistication to program a radio station in an Australian market, because Aussie stations have to be *more things to more people*, bridging several lifegroups simultaneously, whereas most U.S. stations can concentrate on just one smaller bullseye. (How hard is it, after all, to be non-stop hip-hop? Or young country? Or modally alternative? Or to simply target a narrow, one-gender age-cell? Not very, in my opinion.)

(Continued — See **Down Under** on page 14)

ACNielsen/McNair, the officially sanctioned ratings firm throughout Australia, recently sponsored a broad-ranging seminar to examine Radio's role in the new millennium. Industry leaders from Australia and elsewhere joined with Nielsen research experts to examine the many possibilities. Here are the highlights and bullet points of each speaker's presentation.

Dr. Ed Cohen VP/Research, Clear Channel Communications

- ✓ Research is a useful tool to help management make the right decisions.
- ✓ Fragmentation in U.S. Radio has caused research problems. Listeners in major markets must choose from 40-50 signals (so many that some listeners are confused).
- ✓ But demand for research is higher than ever (and it's dissected in smaller slices and dices).
- ✓ Response-rates are down because of: too much consumer research, telemarketing calls, caller ID, VoiceMail answering machines.
- ✓ Cume is a very reliable figure and should be used for much more than just Reach & Frequency.
- ✓ The radio diary is the one constant, but is too reliant on quarter-hours and may not accurately reflect button-punching.
- ✓ Too often, samples are stretched to the limits and asked to provide too much.
- ✓ Is metered research the answer? One question: would you carry one with you?
- ✓ Radio remains a great advertising medium – it gets people into stores, creates awareness of products and services, reaches just about everywhere, and is cost-effective against other media.

Mark Neely Executive Director, ACNielsen/McNair

A look to the future: measuring radio audiences by meters.

Four overseas companies are developing metered-measurement:

- ✓ **Mobiltrack** in the US, with detectors set up on freeways. Its problems: Doesn't measure AM Radio, can't capture accurate demographic information, doesn't identify length of listening, only identifies in-car listening.
- ✓ **Arbitron's Personal Portable People-Meter**; which encodes stations, relying on a respondent to recharge the meter in a "dock" overnight. Information is fed from "hub" phone lines to Arbitron. High cost may reduce sample sizes and rely on a "panel" approach of multiple respondents per household. Issues: Will all stations embed a code? Pocket "pager" has to be carried, rather than worn. Difficult to carry in all listening situations. Device may not be allowed in some schools or workplaces.
- ✓ **Radiocontrol's Swatch solution**, with technology that identifies stations by means of "sound-matching" (undertaken after the Swatch is used in the field and collected).
- ✓ **Infratest Burke-IPSOS's Radio Watch**, also a sound-matching concept (with one difference: sound matching would occur within the device rather than externally).

5 essential criteria radio metering must meet:

- Must record all listening in all locations and situations
- Can't be attached to the set
- Must be worn by respondent at all times in all situations
- Must identify all radio signals from all stations
- Must be affordable to the industry.

ACNielsen/McNair's assessment: Radio Watch will be most accurate.

Paul Thompson Managing Director, DMG Radio

- ✓ In the past 2 years, Regional Radio has been disassembled and reconstituted to a remarkable degree, with new rules and priorities, dramatically affected by changes in ownership regulations.
- ✓ Formerly controlled by dozen of family companies. Most had monopolies in their markets. When the Federal Government gave Regional Radio a competitive plan, many owners became much richer by selling than they ever did by operating.
- ✓ But advertisers found Regional ad structure too complex and difficult to access. Therefore, the two biggest Regional networks, DMG Radio and RG Capital, have combined to form the Regional Radio Bureau. Its goal: to enable a national advertiser to buy Regional Radio from one access-point, with just one invoice, thus making Radio more attractive. This is important: because collectively Regional Radio is bigger than Sydney or Melbourne.
- ✓ Thompson surprised the group with the announcement that DMG is just months away from establishing digitally-programmed regional hubs, which will bring about more cost-efficient and operationally-efficient methods of copywriting, traffic, production, and air-content.

Brad March Managing Director, Austereo

- ✓ Australian Radio has a great future: not only holding its own in entertainment but in growth potential. New Zealand Radio, for example, takes 12% of advertising dollars, compared to 8% in Australia. Lots of room for growth.
- ✓ Prediction for 2005: Radio will continue to grow because of its mobility and portability. You can do other things, like surf the net, while listening to Radio.
- ✓ Probably late next year, each cap-city will have a couple more FM stations. Likely result: winning stations will have about 8% each and formats will become more segmented.
- ✓ In the future: content will be king. Finding and keeping great air talent the key.

John Williams Director of Sales & Marketing, Australian Radio Network
Delivering the address prepared by his boss, **Neil Mount** (the new Managing Director of ARN) John pointed out . . .

- ✓ Radio Sales and Marketing must change. Radio is at a cornerstone of not being considered *new media*. We need digital more than anything we have in the past.
- ✓ Consider: TV has gone to color and stereo and is talking about digital. Magazines are having CDs added-on and perfumes inserted. Newspapers are now in color with colorful inserts. Outdoor now has moving pictures, audio, and 3D. But radio is still selling 30's and 60's (and the occasional 15's and 45's).
- ✓ The "new media" is the internet, cable TV, and interactive media. That's why one of the most exciting things to happen to Radio is Doug Mulray's 2WS Drive show, with streaming audio and video on the internet (and soon on pay cable). It's taken Radio into a whole new arena.
- ✓ Radio has the disadvantage of having "too many people, telling too many stories". As a buyer, if you plan a Sydney TV schedule, you deal with 3 networks. A radio schedule: 9 stations. Nationally, you still deal with only 3 TV networks, but over 40 radio stations in competitive markets. It becomes a confused, cluttered market. According to an Optimum Media study: 64% of ad agencies found radio stations too difficult to deal with.
- ✓ Radio needs to be more results-driven than ratings driven.
- ✓ Bright idea: Radio has an opportunity to make turning on the Radio while surfing the internet a Pavlovian-response consumers automatically do . We should develop a campaign to remind listeners that they can be doubly entertained as they surf the net.

(Continued — See Radio 2000 on Page 5)



Movers & Shakers Who've Shaped The Sound Of Aussie Radio

Contemporary radio programming in Australia would not be at the extremely high level of achievement it is today were it not for the vision and brilliance of a few key figures who've managed to keep raising the bar on excellence over the past 20 years.

Beginning this week, we'll be extending our "PD" Snap! spotlight to include several of these outstanding Australian programmers and managers who've made a difference.

Starting with **Jeff Allis**, Group Programme Manager of Austereo.

It is often said that we become the sum of all of our influences. If that's true, Jeff Allis has a great headstart by following in the footsteps of some of the most successful broadcasters in Australia – having worked for Paul Thompson (now Managing Director of DMG Radio), Brad March (Managing Director of Austereo), and Greg Smith (Managing Director of ESP Media, Australia's most successful programming consultancy). (All of whom, by the way, will be profiled in future Oz Snap! installments.)

Couple this with his well-rounded background as a celebrity jock (both on Radio and as a TV VJ) and a successful PD and it's easy to see why Jeff is considered by many to be the most extraordinary programming mind in Australia today. He's not afraid to take chances others see as "too risky" (like the time he left the PD-ship of Fox-FM to join cross-town Triple M in Melbourne, which he then proceeded to take from #7 to #1).

Affectionately known within Austereo as "The Ninja", he is driven by the principles of marketing warfare, as introduced out by Ries & Trout. And by the ancient wisdom of the East, as detailed in the international best-seller, *Thick Face Black Heart* by Chin-Ning Chu (which will be profiled next week in TW Tip).

Jeff is high on strategy and constant improvement, so he is always open to new ideas. Known for being firm but fair, he's achievement oriented and exceedingly focused. Aggressive driver that he is, his analysis of complex issues enables him to move fast to keep changing a programming blueprint until it is *right*, knowing precisely how and when to add just the right amount of extra "color" to make a great concept come alive. He's also renowned for his flair for developing talent (said to be very demanding, expecting excellence, but rewarding it when he hears it).

His most recent accomplishment as Austereo Group Programme Manager was overseeing the nationwide ratings increases at all of the Triple M network stations (some of them quite dramatic). A true leader in every sense of the word.

TW Tip #8027

Radio 2000 Seminar Highlights (Continued — From Page 4)

Tony Bell CEO of Southern Cross Broadcasters, Chairman of FARB*

- ✓ Radio is part of a total digital revolution. Digital Radio will include screens. Your radio will be your mobile phone, pager, computer, and electronic diary.
- ✓ Digital Radio will provide listeners with information on demand (like text news, racing results, and weather forecasts).

* Federation of Australian Radio Broadcasters (similar to America's NAB).

Charlie Nelson Exec. Dir of Advanced Analytical Research, ACNielsen

- ✓ Australia is a low-growth environment in consumer spending and the early 2000s won't be much different.
- ✓ We need to identify growth opportunities, which means understanding market segments in fine detail (that's where the growth will come from).
- ✓ Retail turnover trend: in the 80's was 8%, is now barely 6%. This will continue due to slow population growth and low inflation. Low inflation means low per-capita income growth.
- ✓ When incomes grow by only 4%, today's high debt levels (70% of disposable income) are unsustainable. People will have to cut back on spending to repay debt.
- ✓ There's been a tantalizing pick-up in spending on food. Entertainment and recreation are growing consistently. Appliances have been static (except in the late 70's, with the arrival of color TV).

David Stewart-Hunter Managing Director, ACNielsenCustomized Research
Radio's audience appeal is unquestioned ...

- ✓ More daily time-spent than TV, reaching 9 of 10 homes, providing portable information, entertainment, and companionship, with greater listener loyalty, and more tightly targeted than TV. Yet —

Radio only receives a fraction the ad dollars spent on TV

- ✓ Focusing on Baby Boomers represents a great opportunity for Radio ...
- ✓ Baby Boomers (born in late 40's and 50's) broadly equate to 40-54 demo
- ✓ Population projections (comparing 2001 projections to the 1996 Census) show an aging of the Australian population (according to the Australian Bureau of Statistics)
- ✓ Demographically: 15-19's will increase by 8%, 20-24's by only 2%, 25-39's by 5%, 40-54's by 16%, 55-69's up by 15%, and 70+'s by 10%.

Mark Spurway of SandMark

- ✓ Radio stations ignore digital technology at their own peril. Lack of industry knowledge about digital broadcasting is staggering.
- ✓ DRB's start will probably coincide with that of digital TV in 2001.
- ✓ Digital broadcasting, using the Eureka 147 system (not being used in the U.S.) will be available to all AM & FM broadcasters equally, giving them CD quality sound potential.
- ✓ Present cost of a digital receiver: \$2,000 (expected to go down quickly as demand builds)

Mario Fairlie of Comsyst

- ✓ Future revenue opportunity for broadcasters: transmitting data.
- ✓ Second generation DAB has a screen (which will provide data) and a receiver. Future of at-work listening: listening on computers (while pictures will appear on the computer in a small window). This will add new revenue opportunities in the advertising industry.
- ✓ A website gets you started — it gets you comfortable putting sound and pictures together. You can link to your advertisers.

TW Tip #1059, #3124, #6063, #8026, #14003, #15038, #16039, #17024, #19039, #20016

Cut Through Campaigns, Contests, & Concepts

Campaigns

"Footy" Ties. Triple M in Melbourne skews male, so play-by-play broadcasts of Aussie Rules Football every weekend is a natural. Promoted on their website as "Triple M . . . the best in Rock, Sport, and Comedy".

"104-dot-1". 2DAY-FM's new identifier, showing awareness of the webbed world we live in.

"Listen To Me, Sydney. I Love You". Bus-back campaign that welcomed Doug Mulroney to 2WS-FM earlier this year.

Sex, DOUG, Rock & Roll Mulroney's sexy re-launch on 2MMM, circa 1993. One of four cleverly-worded stickers listeners could choose from ("Join the Doug offensive", "I'm a Doug user", "I'm Doug dependant".)

"The great moments of Rock . . . are on . . . Triple M". Tag line to a flashback of Rock audio.

"10% More Music Weekend". Prime Minister John Howard announced his intention to impose a 10% GST (goods and services tax). ARN's 96.1 did a clever twist. "While they're taking, we're giving . . . 10% more music". "Coming up, not just 10 in a row - but 11 in a row - as 96.1 gives you 10% more music this weekend".



AXS Magazine. Triple M in Sydney sponsors a new irreverent, cutting edge magazine, (with a Rolling Stone feel and \$7.95 price tag) containing articles that titillate about music and contemporary life (such as "Screw You: Ways To Get Even", "Star Sex", "Breasts: A User's Manual", "Face-Off In Sports", as well as ads and articles about Triple M air personalities and features.

Breakfast TV exposure. 2UE's #1 Breakfast Host, Alan Jones, is also given a two-minute TV guest-spot every morning on Network Nine's "Today Show", where he delivers one of his hard-hitting, no-holds-barred editorial commentaries. Many music stations in the U.S. use such cameos as a schlocky opp for their jocks (see Smart Human Tricks in **TM** #13, page 2); refreshing to see it used as a more serious feature.

TW Tip #3125, #5091, #10036

Battle Of The Footy Codes. Here's one that can be borrowed from TV's *Sale Of The Century*. Star players from each of the major football codes (Aussie Rules, Rugby League, and Rugby Union) were cast as celebrity contestants (playing for charity).

">\$50,000 Mind Game. Breakfast show game on Triple M in Melbourne, based around trivia knowledge. "Champion" contestant gets to face-off against a new challenger each weekday (or can take the money and run). Jackpot keeps doubling, up to a max win of \$50,000. 2WS-FM in Sydney doing the same thing sideways with "\$50,000 Trivia". "As long as you win, you're welcome to stay on the show as long as you want".

\$18,000 Secret Sound. When 2CH in Sydney dropped "The Secret Sound" contest, Mix 106 picked it up, putting big bucks behind it. Played at 6:20am, 7:20am, and 8:20am. Jackpot increases \$1,000 a day until it's won (most recently up to \$18,000).

The Double-T Ultimate Ear-Test. Creative re-title of Secret Sound by TT-FM in Melbourne. Slotted at 9am and 2pm weekdays.

"Two Strangers & A Wedding". Clever twist 2DAY-FM in Sydney put to

the Rick Dees shotgun wedding bit of a few months ago, turning it into a full station promotion. Potential brides and grooms were given compatibility tests on-air (Are you a dog or cat person? Sleep on the left side of the bed or the right? Eat pizza with your hands or a fork?) Invitations to the wedding are being given away hourly.

"Rock Patrol". Triple M in Melbourne has enlisted the help of the young guns of the AFL (Australian Rules Football League) to help in their street-blitzes by the Triple M Rock Patrols. Adds an extra dimension in a footy-crazed town.

"The Ultimate High School Reunion". Coming soon to Fox-FM Melbourne (a la the "Second Chance Prom" (see **TM** #1, page 11).

"Find Cindy's Mole". Cindy Crawford has misplaced her mole (she suspects that Triple M/Sydney's Breakfast jock Andrew Denton may have it. Be first to find it and win a trip to New York to meet Cindy. Great voicers from Cindy herself make this work.

"Million Dollar Mystery Laugh". Mystery voice contest. Winner gets to choose from a bank vault filled with 104 bags of cash, each filled with at least \$10,000, one of which contains \$1,000,000. (Insurance made this affordable).

"\$10,000 Triple Play". Consolidated contesting concept (like Jacor's Song Of The Day) where all 5 cap-cities Triple M stations coordinated a national "3-in-a-row". A \$10,000 winner every weekday for 4 weeks was one of the factors that led to major ratings jumps for all of the Triple M's.

Classic Concepts From Years Past

Jumbo April Fool. 2SM Breakfast jock Ian McRae promised that "tomorrow we'll float a jumbo (747) under the Sydney Harbour Bridge". Thousands of listeners showed up to see the event. The April Fool's joke was announced on the air, as an elephant on a barge floated by. Made the papers and TV news - and caused lots of town talk. (Still talked about today as one of the all-time classics).

Poo on 4BC

This "Wallace original" from when I was consulting 4BC/Brisbane — When we brought back breakfast-star Wayne "The Poo" Roberts, this is the sticker campaign that greeted him. Listeners got the message, big time.

The Brekky Cheque. 2UW direct-mailed a blank check with lucky numbers in a see-through envelope to households all over Sydney.



Or the Sports team version . . .



Welcome! Most listeners in Australian cap-cities are very chauvinistic about their town (especially if it's perceived another city is trying to tell them what to do). So when Triple M launched its new format in Adelaide in 1993, Austereo's SA-FM shrewdly defended its turf with subtle billboards and print ads heralding:

"Adelaide's SA-FM welcomes Melbourne's Triple M to South Australia"

TW Tip #3126, #4063, #5092, #9109

Great Aussie Promotions in Past Issues of "PD":

Battle Of The Sexes: The Board Game (2DAY/Sydney) (**TM** Issue #9, page 3)

Street Fleets: "Black Thunders" (2DAY/Sydney) (**TM** issue #15, page 3)

RADIO 2000 *and beyond*

Following is a transcript of the **Todd Wallace** address (Aug 18) to Group Heads, GMs, and PDs in Australia, about

Radio Programming In The Consolidated New Millennium

Wow! Will you look at this group!
What a stellar assembly we have, this morning!
Not since **Rod Muir** dined alone has there been this much collective Radio brainpower in one place at one time!
(laughter) Or was that **John Laws**? Oh well ...

Good morning!

This morning we're going to look at the **consolidation** of radio station ownership in the United States . . . and in particular, what it means to the **programming** departments at most radio stations in competitive markets. In other words, what can we expect as we fast-forward to **Programming in the year 2000** — and beyond.

■ We'll be talking this morning about *cluster strategies*

- ✓ Who's doing what?
- ✓ Is there a perfect model of how to do it right?
- ✓ Does anybody **really** know what they're doing?
Or is it just a bunch of **collective** "guesswork"?
- ✓ Are there any **format holes** out there — and how do you find them?
- ✓ And most of all, **how** does all this apply to *how you program a radio station in a much less fragmented Australian radio marketplace*. Having been down here a time or two over the years, I've got a few thoughts on that (as you might imagine)

■ We'll also talk about the new demands on a Program Director's *time* . . .

- ✓ It is not like the old days. Especially if you have any cluster responsibilities. I mean, if 2 years ago you were

working 50 or 60 hours a week to program just one station, what does it take to oversee **seven** stations, or even just 2 or 3

- ✓ Can you **really** do it **effectively**?
- ✓ How can you make the **most** of your **time**?
- ✓ And what are some of the **trade-offs** you're going to be forced to make when you take on new responsibilities?

We'll talk about *multi-tasking & downsizing*

- ✓ There are many folks at corporate level who believe it's actually **right-sizing**. We've been used to a charmed life in Radio for a long time and that may be changing, as Radio becomes even **more** of business in the new millennium
- ✓ Expense-cuts are part of it.
- ✓ And doing **more things** with fewer people
- ✓ Using cross-utilization programs and participative management techniques to make the **most** of **teamwork**
- ✓ How does this affect **programming** and what comes out of the speakers?
- ✓ How does it affect **research** and **consultation**?

■ We'll talk about what's come to be called VR or "Virtual Radio"

- ✓ Customized digital voice-tracked computer-automation
- ✓ Is it right for you?
- ✓ How do you deal with the **human** side of the equation — the fallout of too many good people chasing fewer and fewer jobs?
- ✓ Most of all, if you **use VR** — How do you take it sound **live** and **local**? Or **can you**?

■ We'll delve into what **impact** all this has on what *listeners hear*?

- ✓ Starting with the curly question, about the cost-cutting and the increased commercial loads and the lack of willingness to invest in the programming product and the value-added sales promotions: Are these things affecting the quality and the appeal of what goes on-the-air? And then, most importantly . . .

■ How can you make **sure** that **YOU** are one of the *survivors*?

- ✓ Some of us seem to weather these storms of job-cuttings better than others. Why is that?
- ✓ What is the **mindset** you need if you're going to really **make it** in the "new world order"?

(Continued — See **Radio 2000** on Page 8)

Programming

In The Consolidated New Millennium

- Cluster Strategies
- New Demands On A PD's Time
- Multi-Tasking & Downsizing
- VR (Virtual Radio)
- Impact On What Listeners Hear
- How To Make Sure You Survive

RADIO 2000 and beyond

Programming In The Consolidated New Millennium

(Continued . . .
from Page 7)

- ✓ What is the skillset you're going to need as a radio programmer in, say, the year 2003?

So let's get right to it . . .

- **Clusters!** Don't you just love 'em!
And what did we ever do without 'em?

You're probably wondering . . .

Are there any U.S. group-owners that Australian broadcasters can turn to as, kind of, a "model" for future cluster strategies here??? In my opinion, yes there are! But there are also some sins being committed along the way, too. And later on, I'm hoping I can make you aware of some of the bad habits . . . so that you don't fall into the same traps when it comes your turn to clusterize in a big way.

So . . . who's doin' it right? Well, I don't want this to turn into a pissing match where it sounds like if I don't mention a company, they're not doing it right. There are simply too many well-run companies to mention everybody, or we'd be here all morning just naming names.

But there are some companies that are doing it better than others. The groups I'm about to tell you about are all exemplary companies. And I'll try to give you a quick overview on some of the highlights of each.

Reason I've chosen these companies goes beyond the fact that they're the Top 5 largest Radio companies – what's interesting is that they each have a distinct difference in their style of operation.

- ✓ **Chancellor** is very hands-on.
- ✓ **CBS** shines a hot spotlight on sales development and autonomous operation, and has acquired some major syndication players along the way
- ✓ **Clear Channel** has de-centralization down to an art and is driven by entrepreneurial spirit
- ✓ **Jacor** is very much on the front wave of innovation and doing new things, and
- ✓ **Capstar** is blazing new trails in exploiting the cost-

effectiveness of using technology to improve their programming in smaller markets (while at the same time bringing more dollars to the bottom-line).

So . . . here we go. Starting with **Chancellor Media** . . . which is now a chain of 108 mostly major market radio stations. They control 20% of New York City, 16% of LA, 27% of Chicago, 24% of San Francisco, 26% of Philadelphia, 30% of Washington, 39% of Houston, and I could keep going on and on, further and further down the food chain.

The way they've done it – is with a strong support staff that prides itself on team-building and team-work, particularly when it comes to Programming and Marketing.

Their Vice President & Chief Programming Officer **Steve Rivers** is, in my opinion, one of the two or three truly great radio programmers in the world – and he works hard at it, which, of course, is one of the reasons why he is so good. Steve probably spends 80% of his time visiting Chancellor stations, market after market, and sharing his knowledge openly with the younger programmers in the group. The interesting thing about Chancellor is they still like to give their PD's local autonomy, so it's not like they're force-feeding a bunch of brainless clones who you just put on rails and say "speak when spoken to". What they expect – is for each PD to document what they plan to do with an Action Plan they call "The State Of The Station", which is updated 3 or 4 times a year. Does it work? Well, it's hard to argue with their collective ratings success around the country.

Another way they do it – is to make their corporate experts available to each station. They've got an upper management structure that divides up the station-load over three regional Senior level Managers, who are all very good strategists . . . along with key middle management people who are all experts in their field and who have national responsibilities as well. For example, a Promotion & Marketing expert, a Research guru, a VP of AC/Programming, a National Country-format guy. Plus they also have an appropriate overlay of consultants, too. And it all works very smoothly.

Rivers, himself, coordinates things like monthly conference calls for each format, and he tries to get all of the PD's for each format together once a year on their own, and then they have a Group-Wide Programming Think-Tank, usually tagged onto another convention (this year, it was the R&R Convention in LA).

Then over the top of their owned-and-operated stations, Chancellor also owns AM/FM Networks, which gives them a presence for the national advertising dollar. When you think about it, they already have sort of an "instant" network, so to speak, in the major

(Continued — See **Radio 2000** on Page 9)

RADIO 2000 *and beyond*

Programming In The Consolidated New Millennium

(Continued ...
from Page 8)

markets just from the 108 stations they own. So that in itself represents a considerable commercial inventory to offer national advertisers.

Speaking of companies that have their roots in strong networks . . .

CBS . . . is right now the largest radio broadcaster in the U.S., with 155 owned-and-operated stations, earning 1.5 billion US dollars.

They've largely done that by implementing very challenging sales goals, including aggressive non-traditional revenue sources in many of their markets. In fact, they've been one of the companies leading the charge for expanded inventory.

They have dynamic leadership, starting right at the top with Chairman & CEO Mel Karmazin and CBS Radio President Dan Mason, who is a well-rounded broadcaster who came up through the programming ranks.

Their Radio networks, which include CBS, Westwood One, and CNN Radio have nearly 600 affiliates and they are also the home of some of the biggest powerhouse personalities on the syndication front, like Howard Stern and Don Imus.

In fact, CBS Radio is doing such a great job of outperforming their TV division that the company is rumored to be spinning off the Radio division into a separate company which will have a public stock offering later on in the year.

Clear Channel Communications . . . This is a company that, of course, has a presence Down Under, not to mention Europe, New Zealand, and I understand they have a Sales arrangement in China.

I'm sure that Dr. Ed Cohen will be giving you a lot deeper insights into the Clear Channel corporate culture, and where they're headed and what they're doing, when he speaks this afternoon. But I'll give you the quick thumbnail sketch . . .

And the quick overview is . . . this is one . . . very . . . well-run . . . company.

- ✓ They now control 212 radio stations, plus TV, and outdoor, and God knows what else they're into.
- ✓ They don't over-pay for stations they buy.
- ✓ And they have a good track record for turning around

under-performing properties.

- ✓ The entire focus of each Clear Channel radio station is on the customer, the advertising client, and how they can help advertisers put bums on seats, and move shelves, and generate foot traffic, so they can sell tires and tamales and toothpaste. If the advertiser's happy, the company makes more money.
- ✓ And what's interesting about Clear Channel is they have such a small Corporate staff. (Seems like it's mainly **Lowry Mays** and his kids.)
- ✓ The reason it works very well is that they have a decentralized management structure, where each station, or at least each cluster, is basically autonomous. They hire Managers who are have strong entrepreneurial skills, and they basically give 'em the keys to the car – and say, "Go drive it the way you want to — just make sure you make us lots of money". I've always loved that philosophy, where you give qualified managers just enough rope to hang themselves. And, it's been my experience that, usually when you do that, they always find a way to succeed – and make YOU look good!

And one of the things that makes it work, from a programming perspective, is they don't have any one mold that they use for cluster management. It all depends on how strong the people are in each market. In some markets, they have a Cluster Programmer, who oversees all the stations. In others they have individual PD's. And still others they utilize the talents of their National programming guy, **John Roberts**.

Another thing I think is interesting – is – their PD's all seem to get along very well together and cooperate well with one another for the overall good of the company. For example, they share the duties of lining up the monthly Format Conference Calls. (One month one PD will do it, the next month another will, and each month the calls seem to have a different focus and flavor). I've been on a couple of them myself, and I really enjoy them – I found myself taking notes on what they were saying (as much as they were on me). They're good people – and they take their programming craft very seriously.

Boiling all this down to the bottom-line, I can personally attest, that Clear Channel is the best stock I've ever owned. It constantly keeps outperforming itself. It's a "strong buy" on anyone's list of growth stocks. Which is probably why it's made Lowry Mays a billionaire. And good for him!

On to Jacor . . . the Sound you can't ignore.

Here is a perfect example . . . of an entire 205 station company that is built around the management style . . . and swagger . . . and irreverence of its CEO, **Randy Michaels**, who is one . . . very . . . interesting . . . dude.

(Continued — See **Radio 2000** on Page 10)

RADIO 2000 *and beyond*

Programming In The Consolidated New Millennium

(Continued . . .
from Page 9)

He is not everybody's cup of tea. Because he is brash, and he *is* in-your-face. And, because of that, much of the corporate culture of Jacor is built around playing hardball . . . and never giving a sucker an even break.

They're very aggressive. But they're also very good. They do what they do very well.

In my opinion, Randy Michaels is one of the most dedicated broadcasters — and programmers, I must say — that I've ever come across.

- ✓ He leads by example.
- ✓ Works long hours.
- ✓ Wears his Jacor polo-shirt, sleeps in his Jacor pajamas, and eats his Jacor jams and jellies every morning for breakfast.
- ✓ And he seems to do it by staying close to the battlefield. He doesn't just order people into battle "on yon hill", he *leads* them into battle. He'll come out of an important upper-level meeting in a market he's visiting and hear that the engineering staff needs to do field strength meter-readings at the transmitter site, so he'll roll up his sleeves and go out in the field and help 'em do the dirty work. It's no wonder his people love him, and love working for him!

You may have heard the story about how he was spotted at a competitor's remote in Cincinnati, holding a sign that says "Q102 is for kids". Now, you may think, *what the hell* is the CEO of a big broadcasting conglomerate doing spending his time like this? But, I've gotta' tell ya', he knows what he's doing. And his enthusiasm is contagious . . . and infectious. And his programmers, particularly, think they've died and gone to heaven. They would kill for him! And they all seem to understand, and even *relish in*, the corporate swagger. And what it takes to be the lead dog in the competitive dog-sled races out there.

Now, a lot of old-line traditional broadcasters tend to get their feathers ruffled by the way Jacor goes about its business. But at the end of the day, you can't argue with the results. Even without taking into consideration all the new

stations they keep buying, on a pro forma basis only (that's based on existing station performance, year-to-year) they've *improved their ratings, grown their revenues, and increased their profits*. And last time I checked, that's what we're all in this business for.

And I might add — they've also managed to keep "the fun factor" very high for all their programming staff. They have *fun* winning. And in my experience, I've never seen a station that was having "fun" that wasn't also *winning*. You may think that's a coincidence. I think *NOT!*

Now, one of the ways they maintain their edge is that they've established a group of in-house programming experts, for every format.

And in that way, instead of having to hire consultants for every market when a problem comes up or a re-launch opportunity presents itself, they have their own braintrust to fall back on, which costs a lot less than maintaining consultants for every one of their 205 stations.

Another interesting thing about Jacor — is they always manage to uncover extremely *innovative operational advances*. I'll give you some examples.

Many of their stations are News/Talk stations, that spend an arm and a leg paying Rush Limbaugh, Dr. Laura, and Art Bell a big bucks syndication fee. So what does Jacor do? They buy Premiere Networks — and one by one, they bought the rights each one of these shows. So now, the money's going out of one pocket, and right back into another. Not to mention the flexibilities his opens up whenever they buy into a new market, like they've just done in Phoenix. They could, if they wanted to, literally knock the props out from under one of the News/Talk stations in the Phoenix market, just by calling in their markers and transferring Rush, and Dr. Laura, and Art Bell onto one of their new O&O stations. That gives them many new strategies and options up their sleeve as they attack a market.

Another interesting move . . . in several of their markets, Denver is one of the best examples, they've taken advantage of the economies of scale as applied to the programming product on their cluster leader which is News/Talk KOA, a 50,000 watt AM. What they did was to buy several smaller stations in markets around Denver, like Fort Collins, Colorado and Cheyenne, Wyoming 60 miles to the North. Then, they've put much of KOA's programming on these smaller stations. Which goes beyond just news and talk. Because they own the play-by-play broadcasting rights to the NFL Denver Broncos and the Colorado Rockies Major League Baseball franchise, they're able to extend the reach, especially the *sales reach*, of KOA into these smaller markets. Here's what I mean: a local advertiser in Cheyenne would *never* have been able to afford to buy time on KOA.

(Continued — See Radio 2000 on Page 11)

RADIO
2000
and beyond

Programming
In The
Consolidated
New
Millennium

(Continued . . .
from Page 8)

But now they can afford to pay local rates for the local rebroadcast of KOA's programming on their local station. So it's a real win-win, all the way around.

They call this programming strategy the "hub and spoke" system, where the hub programs provide a large percentage of the programming throughout all the spokes.

Very cost-efficient. And, in addition to the Sales benefits, it ends up giving their station in Cheyenne much better programming than it would be able to get by going live and local and trying to do it themselves with lesser talent.

Another interesting Jacor-ism is a somewhat controversial one. Here's the deal – they own nine Soft AC stations in the Midwest. Now some of you may think of "Soft AC" as audio wallpaper. But not the way Jacor does it.

In typical "you can't ignore us" type of style, in April of this year, they came up with a new contesting concept that really put the cat amongst the pigeons in each of their markets.

Instead of each one of their stations doing, say, a \$500 song of the day contest, which doesn't exactly command a whole lot of attention these days, they've done what they call "collective contesting" or "consolidated contesting" (as I like to call it) where they pool their promotional resources on compatible stations. That way, they can all run one \$5,000 Song Of The Day that extends over all 9 stations and markets. The rules are all very clear about what's happening, so it's not like they're trying to pull the wool over listeners eyes or anything.

And from what I hear, I understand that our friends at Triple M recently used this "networked contesting" concept as one of the elements in their recent comeback strategy – and judging by the ratings, the listeners down here seem to have given it a thumbs up, too. And I think this Austereo example is probably a world-class classic case study about how consolidation has changed the state of play. A few years ago, if Triple M would have tried a consolidated contest, 2DAY-FM would have vigorously defended their territory by pointing out its potential downsides to listeners (and pointing it out – and pointing it out!). In fact, Triple M

probably would have anticipated that, so they probably wouldn't have even considered a promotional move like this because they'd be thinking a few chess moves ahead and realize they'd be putting a loaded gun in 2DAY's hands. But today, when both stations are owned by the same company, it's not good for the cluster to be aggressively putting down your sister station. So, Triple M is able to realize major cost-efficiencies in the promotional arena. And it wouldn't surprise me to see the Today network of stations joining forces in a similar fashion.

Meanwhile back in the States, to hear Jacor's competitors talk about collective contesting, you'd think they'd just committed murder! The competition is screaming "foul" so loudly. So once again Jacor has obviously struck a nerve, where their competitors apparently think that some of the advantages of consolidation aren't very fair.

But, Jacor's response, and frankly I think they're right, is that McDonalds does this all the time! But that doesn't make a consumer think it's not a legitimate contest just because their odds are a billion to one, up against every other McDonalds customer.

And at the end of the day – as I'm always fond of saying all that matters is what goes up the stick and comes out of the speakers. And, of course, what sticks in the listener's mind is – "hey I can win \$5,000 today, instead of just \$500"

Anyway . . . That is what I call great lateral thinking. And "dreaming" outside of the box. And it's just one more of the things that keeps Jacor in such a strong competitive position – being willing to take the road less traveled! And defy conventional wisdom. And take a stand for the breakthrough concept that everybody else is afraid to do. They are constantly blazing new trails.

And they're not afraid to make mistakes. In fact, one of my favorite Randy Michaels quotes is, "If you're not making mistakes, you're probably not trying hard enough". He's probably got a good point. So one suggestion I would make if you want to keep an eye on fresh new cutting-edge ways of dealing with consolidation, keep your eye on Jacor. You may not always agree with what they do, or how they do it, but you have to applaud their zeal for finding newer, better ways to skin the same old cat.

By the way, spying on Jacor is getting easier to do, these days, even from 8,000 miles away. They've set up a website, which they use as kind of the new millennium version of an internal in-house newsletter, both for their employees and their shareholders, where they talk about their latest conquests and exploits and Randy's latest escapades and quotes. It's quite an interesting surf. If you're interested, the address is www.jacor.com. And they keep it updated pretty frequently. I think it's just a good way to hear about some of the new things before the rest of the world reads about it on the pages of R&R. It just gives you a 1 or 2 week headstart.

(Continued — See Radio 2000 on Page 12)

RADIO 2000 *and beyond*

Programming In The Consolidated New Millennium

(Continued . . .
from Page 11)

And lastly . . . it's on to Capstar . . . which at last count had nearly 350 radio stations, which makes them the largest group in the United States (at least, in terms of number of stations.)

Capstar Broadcasting Partners is a combination of — Gulfstar, Southern Star, Central Star, Atlantic Star, and Pacific Star — and Capstar. And probably a few other "stars" none of us know about.

They operate primarily in smaller and medium markets, which is why they have so many stations. But remember, money you make in Flagstaff spends just as nicely and just as quickly as money you make in New York City. The banks don't see any difference at all. So, Capstar may be the "bag lady of broadcasting" but their profit margins don't look any different than a Jacor or a Clear Channel or a CBS.

Here, again, we have another consolidated company that is not afraid to go against the grain of "the way things have always been done" — in their quest to do things better — and, at the same time, produce a bigger profit for their shareholders.

Probably the best example is Virtual Radio — or what Capstar calls their "Star System".

Capstar is one of the primary moving forces behind the growth of VR. And what's interesting is — they didn't start using it just to save money — they started using it as a means of getting a better sounding jock-staff than they'd normally be able to in a market like Fayetteville, Arkansas. But it also has many cost-efficiencies in addition to the operational efficiencies and economies of scale.

So — the \$64,000 Question, or maybe \$64 MILLION dollar question, I guess, is — did it work? Here's the quick answer. In a word — YES. Capstar has 85 stations in Arbitron-rated markets. Their Star System of digital, voice-tracked, computer automation, was in use at 39 of those stations. In the just-concluded Spring '98 survey-sweep, the Capstar stations using VR delivered an average increase of 15% in 25-54 quarter-hour persons. But it doesn't stop there . . . When you look at only the stations where 80% (or more)

of their programming was done by VR — those stations posted a 301% gain in audience.

What this means — is — the average listener doesn't see VR as a bad thing. In fact, they probably don't even know it's not a live and local operation, because the technology is becoming so advanced and smooth.

I'll talk a little more about VR in a few minutes. Cause it's not so simple that you just "set it and forget it". It does take some time and some effort to pull it off. But if you're willing to treat it seriously, just like it was a live and local station, you'll be amazed at what can be done "apparently live".

Capstar, by the way, is another publicly traded company — and they're rumored to be merging with Chancellor. If and when that happens, the new Chancellor/Star, or whatever it's called, will control over 450 radio stations in America.

That's a far cry from 10 years ago, when one company could only own 7AMs and 7 FMs. It's quite amazing. In fact, it changes so fast from week to week that there's a trade publication in the States called *Who Owns What*, put out by Jerry Del Colliano who also publishes *Inside Radio*. It's, kind of, the unofficial scorecard for all the station trading that's still going on. And I think it speaks volumes about the rapid pace that consolidation is still going at — that you need a newsletter just to keep up with things.

By the way, if you're keeping score, here's the quick update: In most of the Top 100 markets in the US — the consolidation level is between 70 and 85% of the key stations. In the Top 250, it's between 50 and 75%. And it's not stopping there.

Today, there's downward momentum into even the smallest markets. Which means there are still a lot of deals left to be made — and it probably won't stop for a few more years.

Which brings me to the subject — just exactly what is a competitive market these days. It's something that many of your Regional stations are probably going to find out in years to come (just like they have in the provincial markets of New Zealand).

As you may know, when you say "competitive market" in the United States, this doesn't only mean only the top 268 Arbitron-rated markets. These days, even smaller markets have very competitive radio wars going on.

Back home, my wife runs a research company called *Radio Index*, which conducts a lot of audience ratings for smaller markets. And she's found that there are close to 700 competitive radio markets in the United States.

TW Tip #1058, #3123, #4062, #6062, #7104, #8025, #17023

**Next Week —
Part 2**

**Cluster Strategies and
The New Demands
On A PD's Time**

The House From Hell. In recent weeks, Triple M in Sydney has increased their hit-rate of daily visits to their website from 4,000 up to 40,000 a day with the unveiling of a stunt-style promotion designed. Called The House From Hell, it's a 90 day experiment with human beings, a la MTV's "Real World". Audio voyeurism at its best, on-the-air, and video-voyeurism, too, as the "lab rats" are exposed to 4 internet cameras, 24/7. Websurfers can see updated "Hell-Cam" pictures on the Triple M website (www.village.com.au/airwaves/triplem/mmsydney).

The concept: This started out as a running bit on the **Andrew Denton Breakfast Show** that quickly developed into a full-on station promotion.
The germ: We've all experienced flat-mates from Hell. Triple M has brought together 6 contestants who are determined to live together for 3 months in a house provided by the station. (They're now on Day 42.)
The lure: Triple M pays the rent and all their living expenses. If they can stick it out for 3 months, they each win \$5,000. Contestants were chosen in a live on-air "audition".

The catch: Denton and his crew concoct daily pranks and "house rules" to make the experience that much more miserable for the contestants (and delightfully entertaining for listeners). Failure to adhere to the "rules" can result in "fines" (which will be taken from the contestant's winnings).

MARTIN/MOLLOY

loose talk • foolish behaviour

Martin/Molloy. The comedy/personality team of Tony Martin and Mick Molloy are networked right around Australia to over 20 stations every afternoon from 4-6pm. So it makes sense for them to have their own website (www.martinmolloy.com.au).

Each feature of the **Martin/Molloy** website has a clever turn of phrase that sucks even the most jaded surfer in ...

Last Week On The Show "Unless those lazy bastards have forgotten to update this, here's what you missed."

Soundbites "Your soundbytes madam".

10 Moments From Last Week. "You'll laugh! You'll cry! You'll wait ages for your computer to download!"

This Week On The Show "The following media sluts are queuing up to service our needs this week on Martin/Molloy".

Hit-Counter "203,054 nutbags already served".

The **Martin/Molloy Comedy CD "Poop Chute"** Thusly named because the boys were booked to go on **Bert Newton's "Good Morning Australia"** TV Show and the idea of Bert having to refer to their "poop chute" was too hard to resist! (To date, it's sold 60,000 copies)

Who's Who Bios of the cast of characters

What's What A run-down of Martin/Molloy original benchmark features (Radio Gladiators, The Fumio, Freakwatch, The Crap Day-Out, Pot Of Shite, Craptel, etc.)

Who We've Had Guest archives.

Plug Fest Shameless self-promotion.

A great show! And a cool site!

TW Tip #15036, 15037, 16037, 16038, 5090, 6061, 3121, 3122, 4061

Related Aussie Websites in Past Issues of "PB":

"Mulray FM" Streaming Audio & Video (**TM** Issue #9, page 5)

"Websites With Attitude" (FOX-FM Melbourne) (**TM** Issue #4, page 5)

"Singo"

On Making Ads That Sell

Legendary advertising agency magnate John Singleton is always good for a quote on how to cut through the clutter. Here is a collection of his more interesting observations over the years.

1976: "The trouble with most of the mugs in the advertising industry in Australia is all they want to do is indulge themselves. You get art directors who want to be portrait painters and writers who want to be poets and they do all this airy-fairy stuff in slow motion with harps and violins. It looks a million dollars. It costs a million dollars. But it has one glaring weakness - it doesn't sell - no one buys the goods! You've got to do it the way that people who buy the specials at (the supermarket) can recognize and relate to."

1977: "One in 10 advertisements I see on Australian television is actually trying to sell something. The other nine are trying to make the client feel good or win the agency an award, or both."

1986: "Most of the other boys and girls in the industry are having themselves on! They spend a lot of their clients' money making neat little films that win awards and don't get a single new customer for their client's product. Around here we have two rules only: the staff don't enter awards and they don't drink during the daytime!"

1996: "I don't drink when I work, but when I drink, I drink too much; when I love, I love too much; when I hate, I hate too much; and when I work, I work too much."

TRUE CONFESSIONS: JOHN SINGLETON



TW Tip #3120, #7103, #9108, #17022, #22014

"PD" Down Under

Aussie Radio

(Continued . . . from Page 3)

The secret lies in ascertaining, understanding, and targeting compatibility factors, both in promotion and stationality. And, especially, in the music played.

Other unique programming twists you'll note on Aussie Radio:

- **News.** Nearly all stations, both spoken-word and music outlets, do news throughout the day (through 6pm). And always at the top of the hour. (Over the years, Australian listeners have rejected attempts to slot news elsewhere in the hour, like "first at :55" or "20/20").
- **Personality.** Music stations have not shied away from programming high profile personality in dayparts other than Breakfast.



Austereo's "Today" network (CHR/Hot AC) stations feature a nationally-networked PM Drive show "**Martin/Molloy**" featuring a cast of characters built around two hip comedians (**Tony Martin** and **Mick Molloy**) from a popular 80's radio (and later TV) comedy ensemble called **The D. Generation**, (known affectionately as "the D.Gen" to viewers/listeners). (See **TR** page # 13 for Martin/Molloy website details).



Former Triple-M Breakfast (and national television) personality **Doug Mulroney** is now featured, along with sidekick "**Miss Lizzie**" Muir, in an internet (and soon cable) PM Drive simulcast on 2WS-FM. Typically just 4 or 5 songs play hourly, between the sketches and interviews.



"**Club Veg**" has returned to Triple M/Sydney in the 9-Noon timeslot. This former night show team, later turned breakfast team (featuring **Malcolm Lees** & **Vic Davies** as "The Veggies") has generated tremendous ratings increases over the last 6 months (it's the first time that legendary Talkshow host **John Laws** on 2UE has been beaten two surveys in a row).

■ **More units, less minutes.** While U.S. Radio programs mostly 60-second units (with a rate-structure that "pushes" 60's as being most cost-efficient), most radio commercials Down Under are 30's (many stations also offer 15's and 45's). As a result, most Aussie music stations disperse 18-20 spots in non-Brekky hours over at least 3 stopsets (consisting of 5-7 commercials to the pod). Because the rate-structure does not favor 60's (a 60 costs roughly double that of a 30), most Aussie stations can afford to stick close to a 9-10 minute commercial limit (while American stations' hourly minute-count has risen sharply over the last two years, as much as 60% at some major market stations). Frankly, I think this is the way American Radio needs to go in the future. (In future issues of **TR**, I'll be addressing this opportunity in greater detail.)

- **Promotion.** Aussie stations, music stations in particular, tend to always have a major contest/promotion on-the-air, year-around. They've done a great job in conditioning promotional advertising partners to, in most cases, expect only a name mention for their coop participation (no intricate slogans or convoluted "value-added" prize packages based on the sponsor's product or service). Just mentions. ("X-109 \$10,000 Cash Call, thanks to FoxTel").
- **Product-Demonstration.** As a whole, Australian stations tend to be more into "product-demonstration" promos than their American counterparts are. Sometimes to excess (to the point where it increases the perceived bum on some of the song-snippets being featured in the promos and often takes 45-60 seconds to convey a simple 5-10 second message).

Wallace Wisdom: I've always believed that there is much to be learned from observing foreign radio markets – assessing and crystallizing the very best of their "different" concepts. It's, kind of, "forced" lateral thinking, because it requires that you, as the cliché goes, "think outside of the box" to interpret theories and philosophies. It causes you to challenge what you consider "universal basics" — constantly asking if this "different" way is, maybe, a **better** way. I trust that this 16-page collection of concepts and strategies from The Land Down Under will spark several new ways of looking at and dealing with programming's perennial problems (and opportunities) for readers elsewhere.

TR Tip #1057, #2113, #3119, #4060, #6059, #9107, #10035, #17021, #20015

Overheard In The Customs Line

Customs Agent: "Sir, have you ever been convicted of any crimes?"

Very proper British gentlemen, whose patience was obviously running thin:
"No, I didn't realize it was still a requirement for entry!"

About "TW Tips"

Watch for the free Quarterly
'TD Index', cross-referencing
all *TW Tips* into the following
categories —

- 1000 series - The Audience
 - 2000 series - Music
 - 3000 series - Promotion/Marketing
 - 4000 series - Contests
 - 5000 series - Mornings
 - 6000 series - Talent
 - 7000 series - Leadership
 - 8000 series - Morale
 - 9000 series - Presentation
 - 10000 series - News/Info
 - 11000 series - Public Service
 - 12000 series - Operations
 - 13000 series - Talk
 - 14000 series - Technical
 - 15000 series - Internet
 - 16000 series - Computers
 - 17000 series - Sales
 - 18000 series - Production
 - 19000 series - Research
 - 20000 series - Ratings
 - 21000 series - Life
 - 22000 series - Bookshelf

A Different Kind Of Diary

Australian Radio Ratings

Australian Radio is officially measured by ACNielsen/McNair.

A diary survey, based on personal placement and personal retrieval of listener-diaries (as opposed to Arbitron's practice of postal placement and retrieval in the U.S.).

Because of the relatively few radio signals in each market, the Nielsen/McNair diary lists all of the primary stations across the top of each day's diary-pages.

Respondents then simply "tick" (check) what station they listen to in each quarter-hour (QH's are listed on the right-side of the page). In theory, any ascription problems are thus eliminated. Note the example of a Sydney diary (right).

TW Tip # 19038 and #20014

Ocean Toons®

Check out **Bobby Ocean's** creative website (www.bobbyocean.com). Full of interesting ideas, links, quotes, production and voiceover demos. E-Mail Osh at oceanvox@pacbell.net

Jeff Young's Radio 411 (www.radio411.com) is the cyber-home of **Ocean Toons** and the **Bobby Ocean Cartoon Gallery**.



Coming Next Week

**In The World's
Fastest Growing
Programming Newsletter**

In The World's
Fastest Growing
Programming Newsletter

**Thick Face
Black Heart**

Black H A Look At The Book an's Swear By!

A LOOK AT . . . Aussie PD's Swear By:

And . . .

*Part 2 of
TW's Aussie Speech*

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—
—

Also ...

Also

The Research Efficiencies of *Consolidation*

Programmer's Digest

Food For Thought

One Great City After Another

G'day from Down Unda! Actually, laptop greetings from 39,000 feet as I finish the whirlwind "Todd Tour" of Australia . . . Sydney, Brisbane, Hobart, and what's called the Sunshine Coast (comprised of three shires fronting onto pristine beaches in Queensland).

First stop was Sydney, where I was one of the featured speakers at the ACNielsen/McNair "Radio 2000 & Beyond" seminar, alongside Dr. Ed Cohen (VP/Research at Clear Channel), Charlie Nelson (Executive Director of Advanced Analytical Research at ACNielsen, and David Stewart-Hunter, Managing Director of Customized Research at ACNielsen). Thanks to Malcolm Spry (Group Chief Executive of the ACNielsen Pacific Region) and Bob Cornish (Manager of ACNielsen/McNair Radio Research) for their hospitality. My favorite session: "Predictions for 2005" featuring a panel of Aussie management luminaries Brad March, Paul Thompson, John Williams, and Tony Bell who didn't pull any punches in their visions for the future. The venue was a first-class 200-seat theater located inside the Australian Maritime Museum in Darling Harbour (known as "Sydney's playground"). A top spot! (For more detailed coverage of Radio 2000 & Beyond, see **TW** pages 4 and 7).

The day after the Nielsen/McNair seminar, it was cross town to the Ritz-Carlton in fashionable Double Bay (the Beverly Hills of Sydney), where I was privileged to participate in a roundtable with the 23 collective PDs and MDs of the acknowledged leading Radio group in Australia, Village Roadshow's Austereo. (The Austereo group includes both the Triple M network and the Today network, giving them two front-runner stations in every metro market). You'll never meet a more switched-on group of caring, dedicated, thinking programmers anywhere! The atmosphere was charged, the dialogue abundant, and the camaraderie genuine. Special thanks to Group Programme Manager Jeff Allis for coordinating this event (which went by too quickly).

On to Brisbane, where I spent the day meeting with **ESP Media** (Australia's largest and most successful programming consultancy) to compare notes on the many different ways of providing consultation (modes of service, bedside manner, reciprocal arrangements, programming philosophy and vision, etc.). Greg Smith has assembled a stellar team of great programmers to service ESP's many clients (which include the Austereo chain and the Grundy group, among others). They include: Dave Charles (world-famous for his work in Canadian Radio and with John Parikhals Joint Communications), Paul Amos, and Sally Dobson. Another day that flitted-by way too quickly!

Then it was 100 kilometers up the road to the Sunshine Coast, where I spent an extended weekend with Les Heil AM* and his lovely bride, Lyn at their waterfront home in Maroochydore, Queensland. (Absolute paradise!) Les has semi-retired from the broadcasting business to manage his investments. He was the Managing Director of the KZ Group of stations (which was based in Melbourne with stations throughout Victoria and Tasmania) and has served on the Board of several stations (both as an investor and advisor). We re-lived some great memories, discussed the future of Oz Radio, and managed to pop the corks on some great wine (Opus One, Cloudy Bay Chardonnay, and Grandfather Port . . . all top drops!).

* In 1988, Les was honored as a "Member of Australia" similar to the British MBE honors, for "service to the broadcasting and advertising industries". An honor to be proud of! (I keep insisting that I should probably start referring to him as Sir Les!)

While on the Sunshine Coast, I also spent a day kicking around concepts, strategies, and tactics with the talented programming team of DMG Regional Radio (owned in part by the London Daily Mail Group, thus the name DMG). DMG is Australia's largest Radio group, in terms of number of stations (with 55!) and they're expected to be a major player in the next round of capital city licenses (to be granted by the ABA next year). (That's when cap-city Radio is really going to get interesting!) Special thanks to DMG Group PD Dan Bradley (whose roots include background with both Triple M and Austereo) and Assistant Group PD Vinnie Shannon for an invigorating day! We really covered a lot of programming territory.

Finally, we jetaway to Hobart for a reunion with my former client, HO-FM (Mix 101), where I had the opportunity to share philosophies with Managing Director Paul Shirley, Sales Director Keith Midgley, and Program Director Rod Spargo (of 2UE/Sydney fame). We had some brilliant discussions on a cold but "fine" winter's day on the island of Tasmania!

I would be remiss, by the way, if I didn't send special thanks to my mate Ron E. Sparks (Morning jock on 2DAY-FM, with a long record of PDships and consulting activity under his belt). Ron and I probably talk once a week (we have for years!) and his cogent insights have made it possible for me to keep fully up-to-speed with the current state-of-play, the latest "goss" (Aussie slang for gossip), and the lightspeed changes that are occurring in Oz Radio. I'd be lost without his compelling overviews!

The 12 days really zipped by! Like a flash! Ending with one of my favorite parts of international travel — the chance to *re-live* the previous day. (I left Sydney eastbound on Qantas flight #11 at 2:30pm, crossing the international dateline, arriving LAX at 10:30am the same day, four hours before I left!)

Now, if I could just find my desk under the mountain of mail and messages! **TW**

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